



EMMAUS CORNWALL

Chair Recruitment

June 2023



Emmaus Cornwall

Charity Number: 1146102

Company Number: 792648



A welcome from Sue Trewella, Chair of Trustees

Dear Applicant

I am delighted that you are expressing an interest in the significant role of Chair of Emmaus Cornwall at a time of great challenge and opportunity for our organisation.

The COVID-19 pandemic has exacerbated the homelessness situation across the country. It is already a serious problem in Cornwall and numbers continue to rise.

To help address this crisis, we are committed to opening an Emmaus Community in Cornwall and to help facilitate this, we are looking to develop innovative and sustainable social enterprises. We have recently established the first such enterprise, a Tree Nursery on a site leased to us by Trewithen Estate. We are working closely with Forest for Cornwall and have just completed our first seed collection from local trees which we are now cultivating and will be ready for market in the late autumn.

At this pivotal time in our development, we are seeking a dynamic Chair to help set our strategic direction in terms of our social enterprises and who has the drive, personality and networks to promote the importance of an Emmaus Community in Cornwall and to help make this vision a reality.

The Chair will lead and be fully supported by a Board of enthusiastic Trustees, with a range of skills and experience and will have the opportunity to complement that team by overseeing the recruitment of additional Trustees with the necessary passion and expertise.

It has been a privilege to hold the position of Chair of Emmaus Cornwall for 7 years and I look forward to handing over the role to my successor and seeing our dreams of an Emmaus Community in Cornwall, supported by one or more robust social enterprises, being fulfilled.

On behalf of the Board, I hope that you will be inspired by what you read and that you will submit an application for a role which I know you will find both challenging and rewarding.

Kind regards

Sue Trewella
Chair
Emmaus Cornwall



History of Emmaus

Emmaus began in Paris, in 1949, when the first Emmaus Community was founded by Father Henri-Antoine Grouès, better known as Abbé Pierre. He was an MP, Catholic priest and former member of the French Resistance who fought to provide homes for those who lived on the streets of Paris.

Emmaus International is made up of 410 member organisations in 41 different countries in Africa, the Americas, Asia and Europe. These organisations run income-generating activities at local level with people who have experienced social exclusion to access their fundamental rights and, through their collective action, demonstrate there are credible alternatives to injustice.

WHAT MAKES US DIFFERENT

People experiencing poverty and social inclusion find their own solutions

They take back ownership of their lives

Our credibility comes from our action on the ground

Emmaus in the UK

Emmaus is a homelessness charity with a difference, providing more than just a bed for the night for people who have experienced homelessness and social exclusion.

We provide a home for as long as someone needs it, as well as meaningful work in our social enterprise. This works to help to restore feelings of self-esteem and give our 'companions', as residents are known, the opportunity to regain control of their lives.

Since the first Community opened in the UK in 1991, Emmaus has grown quickly. There are now 30 Communities spread across the UK, with a further three groups currently working to establish new Communities. There are now more than 850 Emmaus companions living at Communities stretching from Glasgow to Dover. Each one has at least one shop or social enterprise, with many running successful cafés, shops, gardening projects and removal companies.



No two Emmaus Communities are the same – each has its own individual personality, providing a set of services that meet the needs of its local area. For many, Emmaus offers a welcoming place to visit, to speak with companions, volunteers, and staff. We are developing social enterprises across the UK that will allow us to be financially self-sufficient and to provide companions with a route to re-enter the workplace as part of their reintegration.

HOW WE DO IT



- Our member organisations around the world find solutions to local-level issues, which the whole movement uses to identify areas in which to take action and challenge policy
- A pilot project is developed by people experiencing poverty and social exclusion and stakeholders in and outside the movement
- The pilot project backs up the movement's campaigning and policies

Emmaus Cornwall

In Cornwall, more and more people live in poverty and are struggling to make ends meet, with many finding themselves homeless. Whilst some progress has been made to address this worsening problem by Cornwall Council, housing associations and charities, there is still a significant need for move-on accommodation and long-term support. An Emmaus Community offers a home and meaningful work for those who have experienced homelessness.

Becoming homeless can have a devastating impact on someone's self-esteem. This is not something that is always resolved just because they get a roof over their head. Emmaus offers something different; those coming to live in an Emmaus Community are provided with a home for as long as they need it, companionship from others and a sense of purpose, as everyone works together to support their Community.

Emmaus Cornwall is working towards providing a residential 'pioneer' Community (and hopefully multiple Communities) that offers both a home and work for 'companions'. Companions are formerly homeless people who give up all benefits (except housing benefit) and work as volunteers in our social enterprises; they will be paid a weekly allowance and have free board and accommodation. We are developing social enterprises that will allow us to be financially self-sufficient and to provide companions with a route to re-enter the workplace as part of their reintegration.



Our Community will provide a home in a supportive environment that will enable people to move on from homelessness. We will provide education and training for companions with the purpose of developing skills to enable them to live independently and gain employment. Each person will have their own room, but meals will be eaten together, housework will be shared, and social activities encouraged and supported.

We are committed to working with other agencies (charities, Cornwall Council, housing associations etc) across the county to address common issues as part of a joined-up approach to meeting the needs of homeless people across Cornwall.

Emmaus Cornwall was set up as a corporate charity limited by guarantee in 2012.

Whilst facing a number of setbacks in securing properties for our Community and accepting that the traditional Emmaus UK model of generating income from reuse and recycling stores does not work in Cornwall, we have now established a Tree Nursery that has serious commercial potential growing local trees for Cornwall with strong connections with Forest for Cornwall.



Emmaus values and objectives

Working together to end homelessness:

“Giving hope and a sense of belonging to those who have experienced homelessness or social exclusion”

“Providing a safe home and community for as long as people need it”

“Supporting people to achieve their aspirations”

“Delivering a wide range of activities to address social exclusion”

“Develop a range of employment and move-on housing options”

“Actively seeking opportunities to improve environmental impact”

“Emmaus gives homeless people that sense of possibility, that reason to go on, and a sense of community. I hope that we can all support Emmaus in whatever way we can to achieve their ambition because we really need this here in Cornwall.”

Raynor Winn, Author, The Salt Path



Governance

Our Trustees play a pivotal role in guiding the charity to operate at the highest professional standard. The primary role of our Trustee Board is to work constructively with staff to support the good governance of the charity, ensuring that the purpose of the charity is fulfilled and the charity is well managed and financially viable and working within the requirements of the law, regulation and its funders. Overall responsibility for the charity lies with the Board of Trustees. Emmaus Cornwall operates a strict Safeguarding Policy and has a responsibility for and commitment to safeguarding and promoting the welfare of Volunteers and Companions.

At Emmaus, we will always work proactively to protect and safeguard people's welfare. We recognise that all adults, including staff, volunteers, Trustees, Directors and supporters, have a full and active part to play in protecting our companions and partners from harm and have an equal responsibility to act on any suspicion or disclosure that may suggest a person is at risk of harm.

Board of Trustees

Sue Trewella - Trustee and Chair of Emmaus Cornwall



Sue, now retired, worked for Barclays Bank and Bristol and West Building Society as well as the Devon and Cornwall Constabulary in a civilian role; all her working life has been in Cornwall. Sue was an active voluntary member of St John Ambulance for 40 years, including just over three years as County Commissioner for Cornwall, finally running the St John Fellowship, an organisation for retired members. For some 20 years, Sue was a voluntary observer for the Institute of Advance Motorists.

Michael Heap – Trustee of Emmaus Cornwall and Emmaus Gloucestershire; he has been a Councillor of Emmaus International and was Treasurer of Emmaus Europe



Michael brings significant experience of working in the public, private and voluntary sectors in a range of leadership roles, particularly in mental health, social care, and housing. He first became involved with Emmaus in 2009 as a trustee at Emmaus Gloucestershire. He is committed to the values and beliefs of Emmaus and the work it does in the UK and worldwide with socially excluded and disadvantaged people, where each individual is recognised for what they can contribute regardless of social status and given the opportunity to succeed in what they do.

Rod Richardson - Trustee



Rod has had a long and varied career in education, consultancy, and manufacturing in a wide range of roles. Becoming a Trustee with Emmaus Cornwall in 2019, he sees this as an opportunity to make a very real and positive difference to the lives of an important sector of our society and their families.



Richard Williams - Trustee



Richard is a retired local government officer with 30 years of legal and governance experience. He has been a member of Emmaus Cornwall for nearly 10 years and became a trustee 4 years ago. He left his job with Cornwall Council to focus on writing a novel and to support charities and social enterprises. He sees this initiative as an exciting opportunity to make a significant attempt at addressing long-term homelessness in Cornwall.

Stephen Clague - Trustee



Stephen is a Chartered Accountant, having trained with PricewaterhouseCoopers. For many years he was a Finance Director for a variety of enterprises, most recently at Cornwall Care, the largest provider of adult social care in the county. Since 2019, he has acted as a Finance and Business Adviser to a range of businesses. Stephen and his wife, Jennie, have given a home to young adults on an informal basis. Joining Emmaus enables Stephen to make a greater impact. Aside from his involvement with Emmaus, he is also a trustee of Mustard Seed Property, another charity based in Cornwall, which purchases homes in which vulnerable tenants can be supported into stable lifestyles.

Our Patron

Michael Galsworthy CVO CBE FRAGS DL



Michael, of Trewithen, is a well-known and highly regarded figure both in Cornwall and further afield. The woodland garden at Trewithen is internationally renowned for its magnificent collection of rare and highly prized plants. Central to the garden is Trewithen House, a “flawless time capsule” of 300 years of family history.

Over the years, Michael has taken on a range of high-profile roles including being Prime Warden of The Worshipful Company of Goldsmiths from 2010-2011, being a member of the Prince’s Council from 1985 – 2002, High Sheriff of Cornwall in 1994, Chairman of the Royal Cornwall Hospitals NHS Trust 1991-1993 and Rural Development Commissioner for England 1985-1995. He is a former Vice Lord Lieutenant of Cornwall and former President of Cornwall Garden Society.

Emmaus UK President

Terry Waite OBE



Terry has been an ambassador of Emmaus UK for more than 25 years. He speaks often of the loneliness and isolation he felt while being held hostage for five years in Lebanon and described homelessness as one of the scandals of our age.

Emmaus has 30 communities in the UK. Let's hope Cornwall will be number 31."

Terry Waite



Emmaus Cornwall Chair - role description

Role: Chair of Trustees

Location: Cornwall based, at least 6 board meetings per annum and other meetings as required

Accountable to: Cornwall Board of trustees

Date: June 2023

To provide leadership and facilitation to the board of trustees and staff to ensure effective decision-making and delivery of the charitable purposes, strategic priorities, mission, vision, strategy and values of Emmaus Cornwall.

To drive continuing board development and lead on ensuring the board, its committees and any subgroups model best practice governance, communication and compliance with articles, policies, procedures, and relevant external regulation/legislation.

To act as a highly effective external facing ambassador for Emmaus Cornwall.

- To ensure the trustees fulfil their duties and responsibilities and that all decisions are made to provide maximum impact to Emmaus Cornwall's beneficiaries.
- To ensure the trustees operate solely within the charitable objectives of Emmaus Cornwall and ensure the strategic priorities are embedded into the activities undertaken.
- To ensure the trustees regularly review Emmaus Cornwall's financial information and financial health and ensure there is appropriate financial policy and reserves in place.
- To ensure the trustees regularly review major risks and satisfy themselves that there is an effective process in place to mitigate these risks.
- To ensure effective governance arrangements and policies are in place.
- To develop the knowledge and capabilities of the trustees and make full use of their skills and experience to support the board to fulfil its role.
- To appraise the performance of the trustees, assess any skills gaps and ensure appropriate succession planning, induction, and training for trustees.
- To encourage positive resolution of any conflicts that may arise between Emmaus Cornwall trustees, staff and volunteers, the federation in the UK and the international Emmaus movement.
- To chair meetings in an efficient manner, encouraging discussion and informed decision-making where all trustees participate and take collective ownership.
- To ensure that Emmaus Cornwall is an equitable, diverse, and inclusive space.
- In conjunction with trustees to ensure agendas and meetings are well planned, contain appropriate content and follow up actions are completed.



- To establish a constructive and effective working relationship with the Tree Nursey Project Manager and other staff which includes regular communication, speaking openly about concerns and challenges, maintaining an overview of Emmaus Cornwall's affairs, seeking and receiving assurance on key matters and supporting them in their role.
- To include conducting annual appraisals, performance management, personal development, remuneration, succession planning, setting objectives and success against Emmaus Cornwall's strategic priorities.
- To act as an ambassador for Emmaus in Cornwall, strengthening our profile and impact, safeguarding our reputation and representing the organisation at events.

The above Chair duties are in addition to the general trustee duties outlined below:

- To develop, define and agree the strategic vision, mission and priorities of Emmaus Cornwall and monitor and evaluate its performance against these targets.
- To ensure Emmaus Cornwall uses its resources exclusively for the advancement of its charitable purposes and solely in line with its values and principles.
- To ensure legal, regulatory and internal compliance to key governing documents and always act in the best interests of Emmaus Cornwall and its beneficiaries.
- To ensure the financial sustainability and stability of Emmaus Cornwall and its assets by overseeing and reviewing Emmaus Cornwall budgets, accounts and financial reports.
- To ensure the proper investment of Emmaus Cornwall funds and protection of Emmaus Cornwall reserves.
- To ensure clear, effective and efficient administration of Emmaus Cornwall activities, including good governance, risk management, policies, procedures and oversight.
- To ensure commitment and active participation in the international Emmaus movement.
- To work towards Emmaus Cornwall being an equitable, diverse and inclusive organisation.
- To safeguard the positive name, values and work of Emmaus.
- To prepare for, attend and contribute to board and committee meetings.

Skills, Knowledge and Experience

Essential:

- Prior senior leadership experience within an organisation of similar scale and complexity
- Experience sustaining and managing multiple relationships with a diverse range of stakeholders
- Experience of leading strategy and setting a vision
- Experience of managing risk at a senior level
- A strong knowledge of the charity sector; highly attuned to sector wide challenges
- Awareness of charity governance and legislation
- Substantial experience of working with a board of trustees; with a strong understanding of the role of Chair



Desirable:

- Good financial and business management and experience
- Professional network that could be advantageous to Emmaus Cornwall
- Experience or knowledge of working within a charity
- Evidence of continuing professional development

Behavioral Competencies/Characteristics

Essential:

- Emotionally intelligent and diplomatic, with strong interpersonal skills
- Committed to the principles of solidarity and Emmaus values and Code of Conduct
- Effective team leader and motivator, able to communicate clearly and engage others
- Able to digest information, draw out discussion points and encourage debate
- Able to maintain confidentiality and handle sensitive information appropriately
- Able to respect boundaries between trustee leadership and executive management
- Able to commit the necessary time to the role
- Flexible with a positive attitude towards change
- Committed to integrity and transparency
- Committed to equity, diversity and inclusion
- Able to operate with independent, evidence-based judgement
- Ability to examine and determine risks and consequences
- Strategic, creative and agile thinker.



How to Apply

For a confidential conversation about the opportunity to join the Board of Emmaus Cornwall, please contact our retained recruiter Anna Jay at Public Leaders Appointments: anna@publicleadersappointments.com or 07904 236348.

The closing date for applications is 30th June. In order to apply, please submit a CV supported by a covering letter of no more than 2 sides of A4 outlining your motivation for applying and highlighting how your skills, knowledge and experience meet the requirements of the role of Chair, as set out in the above brief. Applications should be sent to anna@publicleadersappointments.com with reference 'Emmaus Cornwall'. Early applications are encouraged and conversations between potential Trustees and the Chair will be arranged.

Timetable:

- Closing Date for Applications: midday Friday 30th June 2023
- Interviews will be held on: Thursday 13th and Friday 14th July

Emmaus recognise the positive value of diversity, promotes equality and challenges discrimination. We welcome and encourage Trustee applications from people of all backgrounds.

For further information, please visit [our website](#) or the [Emmaus International Website](#).

A copy of our Annual Accounts can be obtained on request.

